



### **A. The Industry**

Baltimore's market for living consists of the City's diverse housing stock and aesthetic built environment, social and human services, and urban amenities and attractions. The City's strength relies on the positive interaction between these major components of urban living. To ensure a healthy quality of life for Baltimore residents, a strong and affordable housing market must be complemented with adequate City and human services and accessibility to urban amenities.

**The core products of Baltimore's market for living include the following:**

1. A housing unit, or a residence, is a basic necessity for living in the City. Baltimore has a diverse range of housing products at all levels of affordability; The most common housing type is the single family row house, which makes up more than 50% of the city's housing stock.
2. When customers buy a house in Baltimore, they also purchase municipal and human services such as public schools, police and life safety, sanitation services, parks and a range of social services.
3. Amenities of urban living include diverse neighborhoods, density and the accessibility of services, retail, and public transportation.

### **B. Customers**

Baltimore residents have a median family income of \$35,440 compared to \$59,324 in the Baltimore region, and 22 percent of households were in poverty in 2000, which is a significantly higher figure than surrounding jurisdictions and the metropolitan area as a whole. As a result of increasingly concentrated poverty within the City, the City has a substantial population that relies on Baltimore's stock of affordable housing and human services. As the charts below indicate, the City has a markedly different distribution of household types than other jurisdictions in Maryland, with fewer married couple households and higher percentages of single person households and households headed by single females. Between 1995 and 2000, Baltimore lost nearly four times as

many family households with school-age children than it gained. As a result of this loss, the City has a smaller proportion of middle-income residents in comparison to the surrounding jurisdictions. Having a stable middle class population in the City will raise the quality of life for all residents and perception of the City as a viable place to live and raise children.

All City residents have varying expectations and needs with respect to quality affordable housing; quality of public education; quality and access to human services; public safety and crime; access to transit and transportation networks; parks and open space; historic and cultural amenities; aesthetic landscaping

and streetscaping; and access to jobs, retail and recreation.

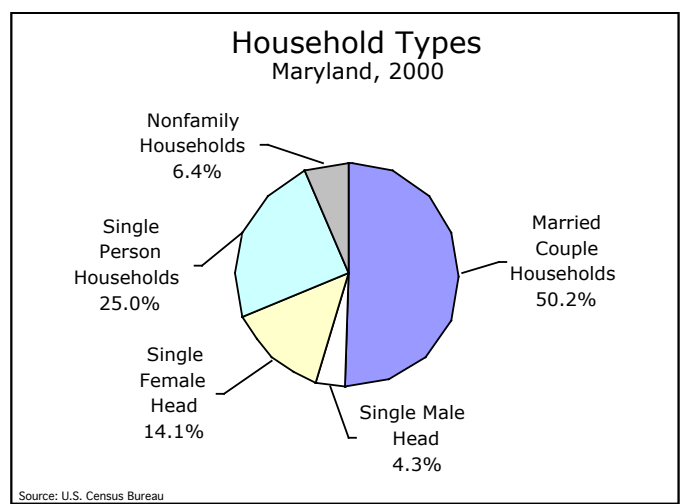
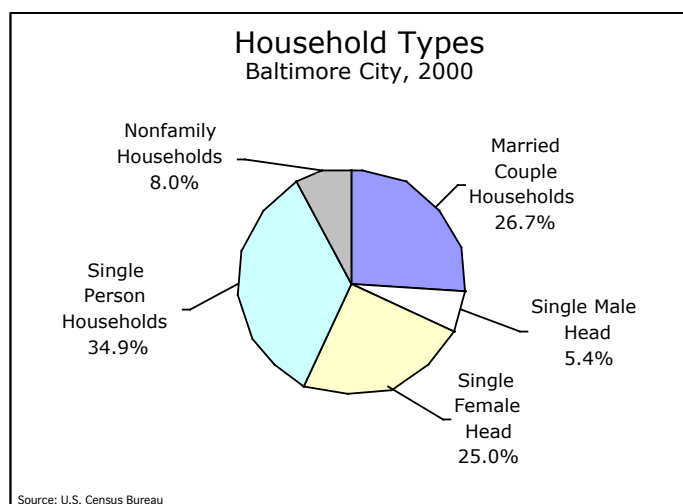
While attracting potential migrants to the City, Baltimore needs to achieve a balance between supporting the needs of the new higher and middle income residents while providing additional quality affordable housing, municipal services and social assistance to the existing population living in poverty. Potential residents include both those who currently live within the Baltimore region and those who reside in other regions of the United States as well as other countries. While Baltimore has a recent history of losing population because of out-migration, the City gains residents from the Mid-

Atlantic region as well as other regions of the country and other countries. In fact, Baltimore had a positive net gain of residents from Washington, DC and New England between 1995 and 2000.

Potential residents come from many demographic backgrounds and are described below by what attracts them to Baltimore.

### I. Employment Mobility

Potential residents who are attracted by local employment opportunities will likely work in the professional or service sectors, broadly defined, as well as construction. These customers desire a variety of housing types both



to rent and to own in stable, vibrant neighborhoods with easy access to their place of employment, shopping and entertainment.

## **2. Regional Affordability**

Potential residents who are attracted by Baltimore's affordability and location within the region but who work elsewhere also desire housing choice in stable neighborhoods. Access, using both transit and private automobiles, to regional destinations including Washington, DC and suburban employment centers is crucial to attracting these potential residents. A relatively small stock of single family detached homes, approximately 13% of total stock, may serve as an obstacle to attracting this group of customers, since these customers are often more price-oriented than urban living-oriented.

## **3. City Choice**

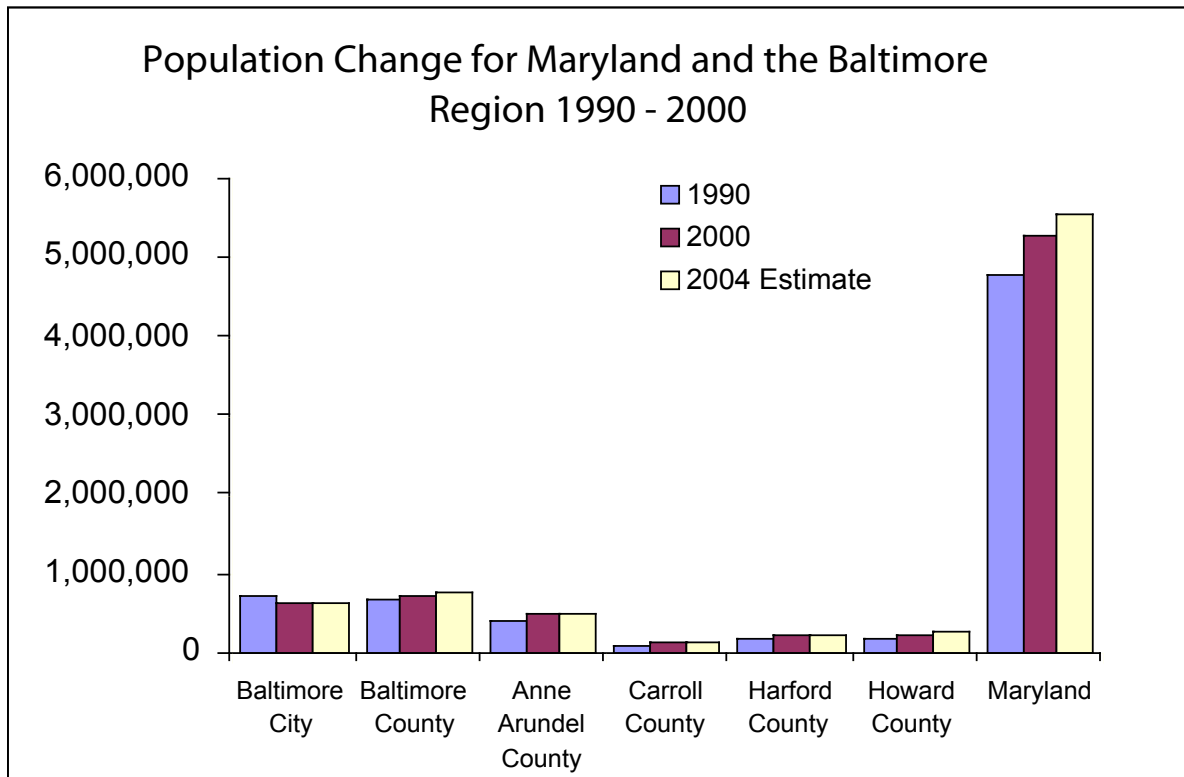
Potential residents who are attracted by urban amenities and an urban lifestyle will seek housing in key City neighborhoods. These customers are potential residents of choice who, in the recent past, have tended to be relatively affluent. These potential residents may choose to live in Baltimore regardless of the location of their job within the region, and may, in some cases, be the source of new business locations within the City. This group generally desires rowhouses and condominiums, with some lesser interest in detached homes. These customers are focused on the City's top-tier neighborhoods near the waterfront and in historic single-family neighborhoods with access to cultural amenities, upscale retail opportunities and transit connections.

## **C. Market Size and Trends**

Recent population estimates for Baltimore indicate a slowing in the rate of population loss since the 2000 Census enumeration. Projections indicate that the City population is expected to stabilize and slightly increase through the year 2020. This positive shift in the population trend indicates renewed interest in Baltimore as a place to live and presents opportunities to attract potential residents from all walks of life. While population loss has clearly slowed, this positive trend could be somewhat offset by the steady decline in the average household size. Rather than focusing solely on population gain, increasing the number of City households and quality housing units is crucial to stabilizing population and increasing the tax base. A strategy of encouraging density in strategic and specific areas with the infrastructure to handle increased growth and sustain a healthy quality of life must be undertaken.

The Baltimore Region gained 164,212 people from 1990 to 2000 while the City continued to lose population. The City's population loss has largely ended, yet there is still a net out-migration to the surrounding counties. Baltimore gained 30,052 residents from the surrounding counties while seeing a net loss of 103,183 citizens to the region as a whole. However, the City is in the unique position within the region as being the only jurisdiction welcoming large-scale residential development and population growth. The City needs to position itself as a place that is ready to claim its share of regional growth. If the City were to gain its share of projected state population growth between 2005 and 2020, it would result in a 2020 population of 734,501, a net gain of over 83,000 residents.

A recent increase in the price of homes indicates greater demand for living in Baltimore. While the median single family home price increased 14.3% for



Baltimore from 1999 to 2000, with greater increases in appreciation in specific neighborhoods, the City remains relatively affordable within the Baltimore region, which saw an average increase of 59.7% in the price of single family homes. In the third quarter of 2005, the City posted the strongest gain in home sales prices of any jurisdiction within the Baltimore region.

#### D. Location

Baltimore's location combines its housing affordability and strong urban fabric into a range of products attractive to a diverse market. Baltimore is well located within the Baltimore – Washington region, as well as centrally located along the East Coast, to attract and retain residents. The City is connected by both commuter and long distance rail to Washington, DC, Philadelphia, New York, Boston and other northeastern destinations. Within the region, Baltimore is the focus of the public transportation system with a high level of access in and out of downtown and many other City neighborhoods.

#### E. Competition

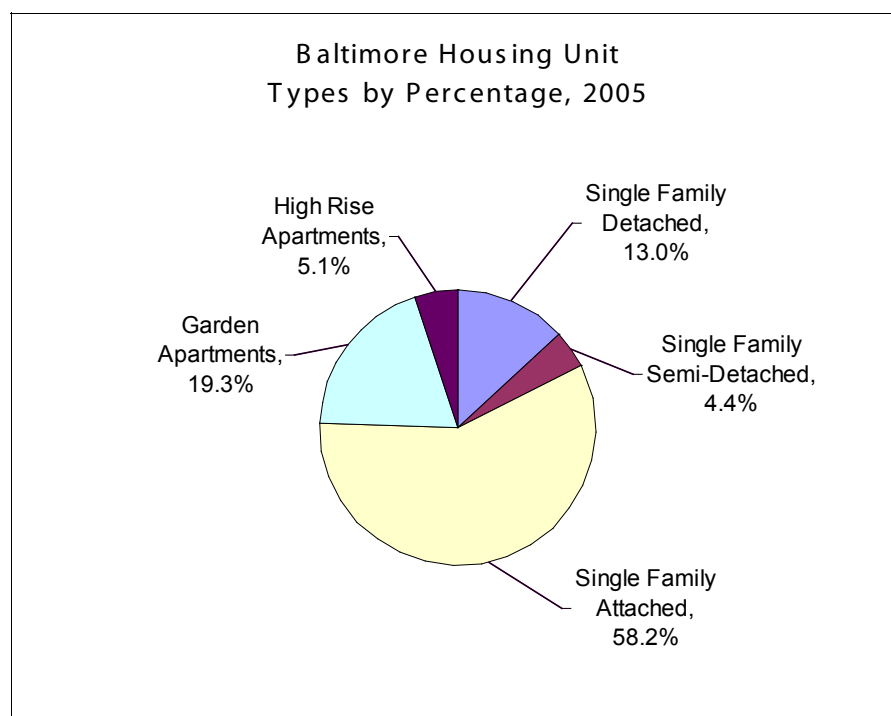
Baltimore's chief competitors are other jurisdictions in the Baltimore region, Washington, DC and its suburbs as well as other Mid-Atlantic Cities, especially Philadelphia. Baltimore is competitive within the Baltimore-Washington Region as a place to live, which is evidenced by the positive population gain from Washington, DC and the relatively slight losses to suburban Washington and other Maryland counties. Baltimore showed a net population gain from Northeast states between 1995 and 2000, showing its growing strength in the larger region. While it is important to capitalize on our affordability, urban appeal and ease of access to Washington, DC, Baltimore City must become more competitive within the Baltimore Region and the State of Maryland. Both the state and the region continue to experience population gain, and our success as a market for potential and existing residents relies on our ability to capture a



## A. Products and Services

### Specific Products and Services Sold

Choosing to **LIVE** in Baltimore requires considering three layers of products and services: housing units, the neighborhoods in which housing units are located, and the amenities that enhance the value of housing and neighborhoods, such as shopping, transportation, local parks and schools. These products and services make Baltimore a desirable place to LIVE, potentially drawing a range of new residents into city living while enhancing the lives of existing residents.



The core product offered for living in Baltimore is the housing unit. Housing is offered at a broad range of types, sizes and prices. The types of housing offered include single-family houses -- both attached and detached -- multi-family units such as apartments and condominiums, as well as niche-oriented products such as loft buildings and live-work spaces. As can be seen in the chart below, these housing products are offered as rentals and owner-occupied products in nearly equal proportions. Baltimore's specific mix of products includes a heavy orientation towards single-family attached units, usually referred to as rowhouses or townhouses. Rowhouses comprise 58.2 percent of the City's housing units. By contrast, single-family detached units represent only 13 percent of the housing stock. Apartments, both high-rise and garden style, represent nearly a quarter of the housing available in the City of Baltimore. This product mix represents both a strength and weakness of the City's housing market. While the Baltimore rowhouse offers energy efficiency, neighborly contact, wise use of space and classic design, the rowhouse offers neither the multiplier effects resulting from the density of high-rise living nor the personal space offered by the detached house. As will be seen below, this product mix creates very specific strategies that must be taken to position the City in relation to its competitors.

## Baltimore City Housing Profile

Housing	Owner-occupied	Rental	Total
No. of Units	129,870	128,125	257,995
% of Units in City	3.6%	7.6%	5.6%
Vacancy Rate	3.6%	7.6%	5.6%
Avg. Household Size	2.57	2.27	2.42

Source: U.S. Census 2000

Beyond the housing unit, another core product for living in Baltimore is the neighborhoods in which the housing units are located. Baltimore has nearly 300 neighborhoods. Each of these neighborhoods has its own distinct identity that contributes to the overall identity of the City. These neighborhoods, each with their distinct mix of housing types, neighborhood retail, parks and recreational facilities, and institutions such as schools and churches, offer a strong local context within the setting of a much larger city. The character of these neighborhoods cannot be matched by the newer tract developments that comprise the majority of the surrounding jurisdictions' residential settings. The quality of these neighborhoods is enhanced by the amenities that are available within or near each neighborhood. Strong neighborhood retail strengthens the neighborhood's identity and makes the area more usable. Similarly, access to transportation makes a neighborhood much more easily connected to the city. Lastly, for several neighborhoods, location near major attractions visited by residents throughout the City and region can make an area especially attractive and place a premium on housing values.

Baltimore offers a range of services that can enhance the housing market through incentives to encourage investment where it might not otherwise occur. These incentives include loans, loan guarantees, Payment In Lieu Of Taxes (PILOT) agreements, and Tax Increment Financing (TIF). The City government also works to aid the housing market through activities such as plans review, permitting, inspections, and code enforcement. The combined effect of these actions is to foster high quality redevelopment of the City's residential market, enhance housing values, and stabilize the City's residential areas.

Baltimore's services for living also includes a number of programs to intervene in the housing market to improve living conditions for residents with special needs, such as elderly or disabled residents, homeowners who are cost-burdened, and renters in properties with environmental hazards such as lead. These programs are instrumental in maintaining the best possible quality of life for City residents while contributing to neighborhood quality and improving the overall condition of the City's housing stock.

## B. Competitive advantage

Housing affordability and the dominance of rowhouses is unique to Baltimore City, compared to other options in the region. Beyond these factors, Baltimore's competitive advantage comes from the City's location and convenience within the metropolitan area. Baltimore has a wealth of cultural, sporting, entertainment and recreation amenities that are not available in the surrounding

jurisdictions. These amenities make the City attractive as a residential destination and add value to residential units that are located near them.

Another unique feature is the large supply of historic structures in the City. Some of Baltimore's best housing is located within designated historic districts, a status which can offer access to financial incentives, rewards for restoration, and incentives for conversion of industrial buildings to residences. There are no jurisdictions within the United States with as many historic districts as Baltimore, and the number of historic properties designated in Baltimore equals the number of properties designated in New York City and Washington, DC combined. Absent a spurt of historic designation activity in other East Coast cities, Baltimore has and will keep a commanding position in the marketplace for historic housing.

The Inner Harbor and its rapidly developing residential market is another unique Baltimore feature. This area carries the Baltimore brand perhaps more strongly than any other area of the City. To leverage this position as much as possible, the City needs to capitalize on the desire to live in this area by creating the type of dense urban living arrangement that is served by shopping and entertainment activities.

Related to the Inner Harbor residential growth, Baltimore also has a competitive advantage in the area of downtown housing. No other city in the region offers the opportunity to live amidst the region's largest job center in the same manner as Baltimore. Due to the large selection of transportation available, the City Center is also convenient to Johns Hopkins Hospital, the State Center Office Complex and numerous job centers outside of the City, including Washington, DC. The downtown market has been growing faster than any other part of the City and is now one of the largest and fastest-growing residential downtowns in the United States. Luckily, there is still ample room for expansion of the downtown residential base, leading to exciting possibilities to create a 24 hour environment that has been lacking in the City's core. As can be seen in the table below, Baltimore rents are a great value in comparison to rents in other northeastern cities.

#### Most Expensive Places to Rent in the U.S.A. in 2005

Rank in U.S.	City/Metro Area Center	Rent, \$/ sq ft
1	New York City	\$26.04
2	Boston	24.33
5	Northern New Jersey	22.35
6	Stamford, Connecticut	21.76
7	Nassau-Suffolk Counties, NY	21.05
13	Washington, D C	17.54
14	Central New Jersey	16.54
15	Philadelphia	15.40
<b>17</b>	<b>Baltimore</b>	<b>13.91</b>

Source: Forbes National Real Estate Index Price for 'Class A' Apartment, 2005

## C. Customer Perceptions

Customers consider many factors when deciding to buy a house in Baltimore, whether as existing or new residents: housing price, size, and location, neighborhood status and safety, and proximity to entertainment, shopping, recreation, transportation and schools. Baltimore's housing and neighborhoods generally perform well on most of these criteria.

In the area of price, Baltimore offers the consumer great value both in terms of low housing prices and reduced transportation costs. Baltimore's housing continues to sell at lower prices compared to its suburban competitors and the Washington, DC urban core. Affordability is critical to attracting and retaining persons and families. Baltimore City is the most affordable housing market within its region, according to data relating house prices to personal or family income. In 2004, the median price of an existing single-family home in Baltimore City was 2.6 times the median income of Baltimore City residents; in surrounding suburban counties, the same ratio, applied to county homes and county residents, was over 3.0, showing the City's comparative affordability. The proximity of many of Baltimore's residential neighborhoods to major job centers and higher education institutions significantly cuts down on travel time for residents, regardless of the mode of transportation used.

### Housing Affordability by Baltimore Regional Jurisdiction, 2005

Jurisdiction	Affordability index (median sale price: median family income)	Median single-family home price increase 1999 – 2004
Baltimore City	2.6	14.3%
Anne Arundel County	3.6	78.5%
Baltimore County	3.2	61.3%
Carroll County	3.8	69.9%
Harford County	2.9	53.0%
Howard County	3.7	81.4

Sources: U.S. Census Bureau; Maryland Department of Planning; Maryland Association of Realtors ®

Despite the continued affordability of Baltimore housing, City housing prices have recently risen much faster than those of suburban jurisdictions. This trend threatens to diminish one of the City's greatest assets, if it causes residences in safe, well-located neighborhoods to no longer be affordable.

In the area of convenience, Baltimore offers a traditional urban setting with convenient accessibility to neighborhood retail and parks. Additionally, many neighborhoods in Baltimore offer access to large employment centers, such as downtown, major hospitals, and universities.



Status measures the desirability of a product. In many cases, Baltimore's houses and neighborhoods score well in this area, due to the high quality of Baltimore's historic housing stock and the desirability of the many new residential units that have come on the market in recent years. Prestige of a neighborhood is best reflected in a few key indicators – price, low vacancy rate and length of time on the market. In recent years these indicators have improved dramatically, demonstrating both the increased strength of the City's housing market and an increased interest in City living.

Safety is the one area that the City suffers from both a perceived and real inferiority to surrounding jurisdictions. Addressing what has been long been seen as a significant problem in the City, recent crime prevention efforts have paid off as violent and property crimes have dropped substantially since 1999. Despite this fact, overall rates of crime within Baltimore City are still substantially higher than those in competing markets, both locally and regionally.

#### **D. Comparative Analysis**

Compared to competing jurisdictions, Baltimore offers a radically different housing product. The rowhouse, which accounts for over 58 percent of the City's residential units, is the product that dominates the City market and provides a clear alternative to single family subdivisions in pod-and-collector street arrangements. The rowhouse offers substantial savings over other housing types in terms of its heating and air conditioning costs per square foot. The rowhouse is also adaptable to the growing taste for larger houses. Many rowhouse renovations have involved adding to the original structure through vertical and rearward expansions. The rowhouse has shown its versatility in its ability to be augmented with new features such as roof decks.

Baltimore is also the only location in the region with an ample supply of newly-constructed, high-density housing, much of it on or very near the waterfront. This new housing is designed primarily for persons and couples without school-age children, as it provides little or no play areas. The recreational amenities associated with this housing are mostly water-oriented, such as marinas for berthing recreational boats. This is in sharp contrast to suburban Anne Arundel County, where most of the waterfront land is occupied by single-family detached housing with extremely high waterfront real estate prices, and Baltimore County, where many of the waterfront areas are undergoing a piecemeal transition from "shore shacks" to million-dollar waterfront homes.

New housing needs to be marketed based on three specific criteria: location, convenience to regional amenities, and price. These three factors are the City's chief competitive factors in the regional housing market and should be capitalized upon whenever possible.

As part of its larger, City-wide response to market forces, Baltimore will work with individual neighborhoods to stabilize localized real estate markets. This will focus City resources and services on retaining existing residents while attracting new residents. Tailoring City action to the particular needs of each community will efficiently and effectively cut the constraints which can hinder neighborhood stability, allowing more Baltimore neighborhoods to compete with their suburban alternatives.

Overall, the City of Baltimore's combination of location, historic housing stock, affordable prices, distinctive neighborhood character, convenience and accessibility makes the City an attractive place to live. Future efforts should focus on expanding the base of successful neighborhoods to include well-located or amenity-rich areas that have been underperforming due to the condition of the housing stock or a lack of coordinated investment in recent years.

Baltimore will remain competitive in the housing market because of its history, cultural and recreational amenities, diversity, and all the opportunities endowed to a cosmopolitan city. Baltimore offers lower prices, a wider range of options, and more extensive opportunities for new construction, rehabilitation and conversion than competing jurisdictions. Baltimore also offers a variety of places to live, unmatched by its suburban neighbors in terms of quantity and quality of options and amenities. Improving and targeting City services will protect the values of residences and neighborhoods. This will improve the quality of City life, strengthen the housing market, and ensure that the City retains its competitive advantage as a place to live into the future.



## LIVE

### Goals, Objectives and Strategies

Like many other urban areas across the United States, in the past 40 years the City of Baltimore has suffered the consequences of rapid population loss and concentrated poverty. However, in the last decade, the City has proactively persevered to stave off these trends and has experienced not only the end of population loss but also a resurgence in the housing market and a rise in civic engagement regarding all aspects of urban life. The goals outlined in this plan aim to make the most of these positive developments and maximize the City's potential to be an outstanding place to **LIVE**:

**Goal 1:** Build Human and Social Capital by Strengthening Neighborhoods

**Goal 2:** Elevate the Design and Quality of the City's Built Environment.

**Goal 3:** Improve transportation access and choice for City residents

The objectives and strategies that follow are designed to provide guidance to City agencies and officials as they attempt to improve the City. While the following section details the main methods by which the City will become an even better place to **LIVE**, the recommendations are closely related to recommendations in the **EARN**, **PLAY** and **LEARN** sections, as well as the recommendations referenced in the appendices.

## LIVE

### **Goal 1: Build Human and Social Capital by Strengthening Neighborhoods**

#### **Objective 1: Expand Housing Choices for all Residents**

- Develop and implement City- wide workforce housing requirement
- Target homeownership and rehabilitation loan and counseling products using Housing Typology

#### **Objective 2: Maintain Clean & Attractive Neighborhoods**

- Target housing and sanitation code enforcement using the Housing Typology
- Implement Urban Forest Management Plan
- Create a comprehensive City-wide sanitation plan

#### **Objective 3: Reduce Crime & Drug Use**

- Increase Drug Treatment City-wide
- Implement Crime Prevention Through Environmental Design (CPTED) standards

#### **Objective 4: Target Neighborhood Planning to Leverage Investment**

- Apply Housing Typology to create neighborhood plans in a targeted manner
- Leverage CIP resources in targeted areas using the neighborhood plans

#### **Objective 5: Increase the City's Population**

- Develop Growth Promotion Areas to absorb future population growth in the region.

#### **Objective 6: Improve neighborhood schools (See LEARN, Goal 1)**

### **Goal 2: Elevate the Design and Quality of the City's Built Environment**

#### **Objective 1: Improve Design Quality of Baltimore's Built Environment**

- Modernize zoning codes to meet current needs
- Develop design guidelines to respond to the unique character of Baltimore City
- Create and adopt a City-wide landscape ordinance
- Clarify, simplify, and strengthen design and development review process
- Update building code to promote sustainable or high performance buildings through incentives and regulations
- Create standards for hiring design professionals to foster the design of high quality City projects

## **Objective 2: Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets**

- Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers
- Create mixed-use with residential zoning category
- Provide preferential capital funding for TOD projects

## **Objective 3: Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods**

- Expand historic preservation guidelines to include new construction for each locally designated area
- Simplify and expedite the historic district designation process for Baltimore neighborhoods
- Expand the historic structure tax credit program for historic districts and landmarks
- Designate four fulltime code enforcement officers and one fulltime housing attorney to enforce the CHAP Guidelines
- Implement a program that physically demarcates the City's Locally designated historic districts
- Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts

## **Goal 3: Improve Transportation Access and Choice for City Residents**

### **Objective 1: Develop Transportation Demand Management Systems and Alternate Modes of Transportation (See EARN, Goal 3, Objective 1)**

### **Objective 2: Improve the City's Transportation System by Increasing the Quality of Pedestrian, Bicycle and Vehicle Infrastructure.**

- Target sidewalk, lighting and signal improvements near schools and transit areas. (See LEARN Goal 4, Objective 1, Strategy 1)
- Implement Bicycle Master Plan to create a complete bikeway system
- Create traffic- calming policies and procedures
- Target Pavement Maintenance Management System (PMMS) funding to bus routes and surface rail crossings

### **Objective 3**

- Facilitate Movement throughout the Region
- Create a regional mass transit authority to manage the MTA
- Create intermodal transit hubs in areas of low automobile ownership
- Establish a development mitigation program for new development in congested neighborhoods.

## Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

### Objective 1: Expand Housing Choices for all Residents

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop and implement City-wide workforce housing requirement	•	•	•	Increased number of rental and homeownership units (affordable to citizens earning 80%–120% of AMI)	Planning/HCD/ Finance/BDC/ NPO	Year 1	General Funds	Increase middle-income housing opportunities

The City will develop an inclusionary housing policy that may involve building incentives or zoning ordinances to require a certain percentage of units of larger, new construction and rehabilitation projects to be affordable to buyers at 80-120 percent of the Metropolitan Area Median Income. This will serve to insure a quality mix of affordable housing choices throughout Baltimore.

Target homeownership and rehabilitation loan and counseling products using Housing Typology	•		•	Increased homeownership rate, decreased turnover, decrease in mortgage defaults	Planning, HCD, NPOs	Year 1	Federal Grants, GO Bonds, General Funds	Increased personal equity and greater stability in transitional and emerging neighborhoods
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The Department of Planning, Baltimore Housing and The Reinvestment Fund have jointly developed a Housing Typology (see Appendix E). The primary purpose of the typology is to assist the City government and the non-profit organizations operating in the City to develop neighborhood strategies that better match available public resources to neighborhood housing market conditions. In addition, the typology can inform neighborhood planning efforts by helping neighborhood residents understand the housing market forces impacting their communities. Using the Housing Typology, HCD and the many non-profit housing programs will have greater insight about where to target homeownership and loan products such as second mortgages, which will foster stability in neighborhoods, eliminate duplication of resources, and increase homeownership.

### Objective 2: Maintain Clean & Attractive Neighborhoods

Target housing and sanitation code enforcement using the Housing Typology	•		•	Decreased number of vacant house notices, decreased demolition backlog, increased prosecutions, increased compliance with violation notices, increased CO'S	Planning/HCD/ DPW	Years 1-6	General funds	Reduction of blight and Greater stability in neighborhoods
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Nearly 16,000 vacant or abandoned structures exist within the City of Baltimore. These properties have a detrimental effect on the neighborhoods in which they are located. The City will utilize the Housing Typology to establish a targeted enforcement approach to return these properties to a productive use.

Implement Urban Forest Management Plan	•		•	Increased number of street trees, Increased longevity of trees	Recreation and Parks/ Forestry/ Planning/ DPW/ Transportation/ MD DNR/USFS/ Private Sector	Years 2-6	MVR, General funds, GO Bonds	Higher property values, lower energy costs. Improved air and water quality
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Planting trees and creating new standards for tree maintenance will help to ensure that public areas and public resources are aesthetic, protected, and sustainable. Baltimore will review and adopt an Urban Forest Management Plan that will increase efficiency of tree management and maintenance systems, improve the coordination between City agencies, and increase the survival rate and longevity of trees.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
<b>Create a comprehensive City-wide sanitation plan</b>	•		•	Decreased number of 311 sanitation calls, Decreased litter throughout the city and Harbor	Mayor's Office, Health Department, Planning, DPW, MOIT	Years 2-3	General Funds	Cleaner streets and water; more efficient sanitation procedures

The streets, alleys, and sidewalks of Baltimore City are valued parts of the City's public infrastructure. Keeping these areas clean is vital to creating a positive image of the City. A comprehensive sanitation plan which includes modern sanitation management practices, education on how residents can help keep the City clean, and investments in street cleaning and sanitation equipment will improve the physical environment throughout the City.

### Objective 3: Reduce Crime & Drug Use

<b>Increase Drug Treatment City-wide</b>	•	•	•	Decreased relapse rate, Reduced drug treatment waiting list	Health Dept, DSS, State Dept of Health and Mental Hygiene, non-profit and for-profit treatment facilities	Years 1-6	Federal Grants, State Grants, General Funds	Reduced chemical dependency, reduced drug-related crime, increased productivity of residents
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One of the Baltimore City Health Department's top priorities is to reduce substance abuse and drug-related crime. In 2002 the Baltimore Substance Abuse Systems, Inc. commissioned a report studying the effectiveness of drug treatment provided in the City. The report states "[t]he finding of 'Baltimore Drug and Alcohol Treatment Outcome Study' are compelling as they confirm and build upon the results of other nationwide studies and upon documented trends in the past year in Baltimore (e.g. decrease in drug-related emergency room visits, overdose deaths and crime). Even after one year from treatment entry, participants significantly reduced their heroin, cocaine and alcohol use, decreased the number of crimes they committed, improved their psychological functioning, increased their legal income and reduced their risk of getting and transmitting life threatening diseases such as HIV and hepatitis." These findings support the efforts of the City of Baltimore and the State of Maryland to expand and improve the city's treatment system. Expanding the capacity of the public system will enable all city residents to have rapid access to high quality treatment services resulting in improved health and well-being for them, and their families and communities."

<b>Implement Crime Prevention Through Environmental Design (CPTED) standards</b>			•	Standards added to Development Guidebook, Increased number of plans reviewed using CPTED standards, decreased crime rates	Planning, HCD, Police, DOT	Year 1	No Direct Cost	Lower expenditures for police response, higher property values
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The City will implement CPTED design standards to create safer public spaces by reducing opportunities for crime. By creating 'defensible spaces' through measures such as alley gating, improved lighting and pedestrian areas, the City will create public spaces that are safer and more utilized.

#### Objective 4: Target Neighborhood Planning to Leverage Investment

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Apply Housing Typology to create neighborhood plans in a targeted manner			•	Adopted plans in emerging and transitional neighborhoods	Planning, BDC, HCD	Year 1-6	General and CDBG funds	Positive neighborhood change through targeted planning

The Planning Department will use the Housing Typology to target neighborhood planning efforts by leveraging market forces.

Leverage CIP resources in targeted areas using the neighborhood plans	•		•	Increased tax revenue	Planning, HCD, MO	Year 1-6	General Funds, GO Bonds, Revenue Bonds, Federal and state grants	Increased private investment
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Using neighborhood plans, the City will target CIP and housing resources to improve and stabilize neighborhood real estate markets.

#### Objective 5: Increase the City's Population

Develop Growth Promotion Areas to absorb future population growth in the region.	•	•	•	Increased opportunity for development in targeted areas	Planning, HCD	Implement 1 yr, ongoing	General Funds, GO Bonds, federal and state funds	Increased number of developments
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The Planning Department will develop Growth Promotion Areas (See Appendix G) in order to attract additional population and investment. These areas have high holding capacity, but will require significant infrastructure improvements (such as modern transit options, i.e. MAGLEV) and capital resources to attract redevelopment.

#### Objective 6: Improve neighborhood schools (See LEARN, Goal 1)



## Goal 2: Elevate the Design and Quality of the City's Built Environment.

### Objective I: Improve Design Quality of Baltimore's Built Environment

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
<b>Modernize zoning codes to meet current needs</b>			•	Decreased number of zoning variances	Planning/BMZA/ HCD/Law/ Mayor and City Council	Years 2-3	General Funds	More predict- able and trans- parent develop- ment process

Current zoning policies are not flexible enough to accommodate current and future development. Existing zoning segregates uses, especially in commercial and industrial zoned areas. Flexibility should be the key factor to consider when revising the zoning code. To assist the development process, general building design and streetscape/landscape guidelines need to be adopted for the City as a whole. Design standards for residential and mixed-use areas should produce more consistent development patterns than those that have been developed to date. These patterns should reflect and respect historic patterns in Baltimore while providing flexibility for contemporary development and design solutions. There should be transparency in the design review process.

<b>Develop design guidelines to respond to the unique character of Baltimore City</b>			•	Increased number of plans using design guidelines	Planning HCD	Years 2-6	General funds	More predict- able and trans- parent design review process
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Current design guidelines are inefficient and outdated. Different types of design guidelines are necessary for different types of buildings and areas throughout the City.

<b>Create and adopt a City-wide landscape ordinance</b>			•	Improved air and water quality; Development projects that enhance surrounding communities, Reduction in impervious surfaces	DOP, BDC, HCD, DOT, DPW, & Rec. & Parks Private Interest	Year 1	General Funds	Improved water quality and air quality; nega- tive influences converted to as- sets; increase in property values
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Landscapes in Baltimore City range from forest and naturalized open space to residential developments of varying densities, often bordered by commercial corridors, urban streetscapes, industrial and commercial centers. Institutions, such as schools, colleges, and houses of worship, also contribute to the varied landscape. Creating and adopting an ordinance would enhance the appearance of the City by establishing minimum design standards, currently not in place, which would further improve the design quality of the City's existing landscape.

<b>Clarify, simplify, and strengthen design and development review process</b>			•	Decreased number of complaints	Planning/HCD/ DPW/BDC	Years 2-6	General funds	Streamlined process, greater predictability and less misunder- stand-ing in development review process
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City agencies must continue to work together to provide a transparent and predictable design and development review process. Increased and targeted coordination with community review processes is an equally important goal. The development community must be fully aware of the City's review processes. These processes must be time and staff efficient, inclusive of all required stakeholders and provide solutions that meet expectations.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Update building code to promote sustainable or high performance buildings through incentives and regulations			•	Updated building codes to include sustainable performance regulations and incentives	Planning, HCD, DPW, BCPSS, BDC	Years 2-4	General Funds	Increase in sustainable development, decreased demand on City Infrastructure

Translating current development activity into a lasting, quality built environment means promoting higher quality buildings and more sustainable designs. Producing buildings which have greater longevity starts by building with materials which will last the test of time. Equally important is encouraging “green” or environmentally sensitive construction which will reduce demands for expensive utility infrastructure, help preserve the region’s delicate environment, and create more healthy living environments.

Create standards for hiring design professionals to foster the design of high quality city projects			•	Increased number of hirings made using the new process, Updated A&E board procedures, policies and appointments	All city agencies	Years 2-4	General funds	Higher quality design and construction
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Promoting high quality design should start with our city sponsored civic projects. We only need look to the past, at our great schools and courthouses to see the legacy of good civic design. By implementing “Design Excellence” we can utilize top design talent to design our civic projects to promote high quality architecture. Such a program would not necessitate spending more on more expensive buildings, but rather would simply match better designers with city projects to be more creative with our city’s built legacy. The public will benefit from improved spaces and buildings that will foster more involvement from the public in their local government.

## Objective 2: Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets

Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers		•	•	Reduced number of car trips, increased mass transit ridership, increased pedestrian activity	Planning/BMZA/ HCD/Law/ Mayor and City Council	Years 2-4	General funds	Increased development and property values near transit stations
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Baltimore will focus on implementing a set of related policies that allow for and encourage increased development near existing and proposed transit stations in the City. One of the broad objectives of TOD is to enhance character, safety and sense of place in neighborhoods near transit stations, and promote a broad range of housing choices. In order to pursue these objectives, land use strategies are necessary including a TOD station area zone district, a coordinated land acquisition plan that reflects economic development goals, and regulatory incentives that encourage intensified development near transit.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create mixed-use with residential zoning category		•	•	Decreased number of variances for mixed-use and less URP's Increased mixed-use in neighborhood centers	Planning/BMZA/HCD/Law/Mayor and City Council	Years 2-4	General Funds	Increased tax base and density

Since many of the City's older neighborhoods were developed at a time when mixed-use development was the norm, Baltimore City has a distinct advantage in terms of historic land use patterns. By contrast, most of the City's zoning districts are single use, effectively zoning out new mixed-use development. The current Business and Office-Residential zoning districts permit a mixture of uses, but they do not maximize the residential qualities of neighborhoods. Mixed-use zoning would allow the preservation and replication of the best of Baltimore City's historic mixed-use neighborhoods and facilitate the creation of new models of mixed-use development to accommodate new ways of living and working in an urban environment. Mixed-use zoning would allow mixed-use development by right, avoiding the time-consuming urban renewal and planned unit development processes that today are used to achieve mixed-use development in many areas of the City.

Provide preferential capital funding for TOD projects	•		•	Increased development in TOD areas	All city agencies	Years 2-4	General Funds, GO Bonds, federal and state funds, other	Increased tax base and density
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Utilize the City's Capital Improvement Program (CIP) to encourage residential and commercial development in close proximity to transit areas. This factor will receive high priority when used to determine which projects are financed using CIP funding.

### Objective 3: Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods

Expand historic preservation guidelines to include new construction for each locally designated area			•	New guidelines adopted for each district, increased number of permits in each district	Planning, CHAP, HCD	Year 2-6	General Funds	Expedited and higher quality new development
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The guidelines for new construction for historic districts will assist developers in the design of new buildings located in local historic districts. The Standards for Rehabilitation are used to determine if proposed changes to historic buildings are consistent with the historic character of the structure or district in which it is located and apply to all new buildings and structures within a particular Baltimore City historic district.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
<b>Simplify and expedite the historic district designation process for Baltimore neighborhoods</b>			•	Increase the number of districts	CHAP, Planning	Years 1-6	General Funds	Increase property tax revenue and assessment and increase rehabilitations with tax credits

CHAP and Planning staff will revise the local designation process in order to shorten the time for local designation to nine months (average).

<b>Expand the historic structure tax credit program for historic districts and landmarks</b>			•	Increased tax credit applications, Increased assessed values, increased number of rehab permits, increased new/infill constructions	Planning, CHAP, Department of Finance	Years 1-6	Historic tax credits, General Funds	Increased investment in historic properties and neighborhoods
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CHAP will create a new tax credit that will be targeted to locally designated historic properties. A focus on locally designated properties will bring more investment to Baltimore's historic resources and increase the number of properties designated under the protection of local historic designation.

<b>Designate four fulltime code enforcement officers and one fulltime housing attorney to enforce the CHAP Guidelines</b>			•	Increased number of violation notices issued, stop work orders and court cases enforcing the CHAP ordinance	Planning, CHAP, HCD, Law Dept.	Years 1-6	General Funds	More attractive historic districts and properties, more efficient use of Planning and HCD staff
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Designate and train specific code enforcement officers to enforce the CHAP guidelines. Quicker prosecutions by a specific attorney will maximize the effectiveness of the enforcement officers. The enforcement staff will reduce the time in which cases are brought to trial and resolved

<b>Implement a program that physically demarcates the City's locally designated historic districts</b>	•		•	Increased number of physical improvements in local historic districts, Increased number of locally designated districts	Planning, CHAP, DPW, Rec. and Parks, transportation, Libraries, HCD, BCPSS, BDC	Years 1-6	MVR, General Funds	more attractive local districts
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Baltimore's locally designated districts are spread throughout the City, but there aren't any distinct markings that identify a neighborhood as a historic district. Appropriate signage, lighting and gateway signage will make the areas stand out to local residents and visitors.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create a fund/ program that provides reha- bilitation loans for low income families in locally designated his- toric districts	•		•	Number of loans	Planning, CHAP, Finance	Years 1-6	General funds, GO Bonds, federal and state grants	More attractive mixed income communities which attract investment

The creation of a program that provides rehabilitation loans for low income individuals and families to complete exterior renovations according to CHAP guidelines in locally designated historic districts will promote investment, reduce blight, and ensure that longtime residents will not be forced out of their homes by gentrification.

### Goal 3: Improve Transportation Access and Choice for City Residents

**Objective 1: Develop Transportation Demand Management Systems and Alternate Modes of Transportation (See EARN, Goal 3, Objective 1)**

**Objective 2: Improve the City's Transportation System by Increasing the Quality of Pedestrian, Bicycle and Vehicle Infrastructure**

Target sidewalk, lighting and signal improvements near schools and transit areas. (See LEARN Goal 4, Objective 1, Strategy 1)	•		•	Increased pedestrian trips, decreased pedes- trian-involved accidents, Decreased length of time for repair	Transportation, DPW, Planning	Years 1-6	Federal DOT, GO Bonds, General funds, MVR	Improved environment for pedestrians
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This strategy will enhance the safety of pedestrians, providing safer trips for residents and tourists in our neighborhoods and business centers. This will improve connections between schools, transit areas and neighborhoods. Enhancing pedestrian facilities around transit stops would encourage walking to public transportation more viable.

Implement Bicycle Master Plan to create a complete bike- way system	•		•	Increased number of bike lane miles, Increased bike use	Planning, Trans- portation, Rec & Parks	Years 1-3	GO Bonds, General funds, MVR	Less air pol- lution alert days, Improved public health
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Create dedicated bikeways for safety and mobility by incorporating bicycle-friendly elements in all major renovations and new construction as outlined in the Bicycle Master Plan. Ensuring connectivity of the bikeways in accordance with the Bicycle Master Plan will let more people use bikeways for commuting, errands or recreation. This would create alternatives to vehicular trips, which create air pollution.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create traffic-calming policies and procedures	•		•	Increased traffic calming measures, Reduced cut-through traffic	Planning/ Transportation	Years 1-6	GO Bonds, General funds, MVR	Reduced accidents Increased real estate values; Decreased impacts from traffic;

Speed humps, poach-outs, and other traffic-calming devices will reduce the speed and impact of traffic, improving the quality and safety of City neighborhoods and the urban environment. The policy will spell out what traffic calming measures are available, where they are appropriate, and how they can be requested. Some measures, notably speed humps and rumble strips, are done in-house. Other measures such as islands and “chokers” are capital improvements. A traffic-calming program will be initiated with CIP funds.

Target Pavement Maintenance Management System (PMMS) funding to bus routes and surface rail crossings	•		•	Increased number of miles resurfaced on transit routes	BDOT	Years 1-6	GO Bonds, General funds, MVR	Less capital costs to maintain roads, improved road surfaces.
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The Pavement Maintenance Management System was started a year ago by Baltimore City Department of Transportation. The program preserves and prolongs the lifespan of road surfaces by maintaining them before they deteriorate. Priority will be given to bus routes to support public transportation and maximize the potential number of people who benefit.

### Objective 3: Facilitate Movement throughout the Region

Create a regional mass transit authority to manage the MTA			•	Creation of regional board, increased ridership	MTA, BMC, MDOT, Mayor's Office, State Delegation, Governor's office	Year 2	General Funds	Better and more responsive transit service
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Transit systems generally are controlled by the areas that they serve. This is both efficient and logical. It ties the responsibility and control of transit to those who most directly use and benefit from it. Currently, the State of Maryland controls the Baltimore region's transit system. This situation is highly unusual, existing only in a handful of other transit systems. Develop an integrated mass transit agency with city, regional, and state partners.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create inter-modal transit hubs in areas of low automobile ownership	•		•	Increased transit ridership	MTA, Planning, HCD, DOT	Year 1-6	GO Bonds, General funds, MVR	Improved transportation accessibility and employability

In order for Baltimore City to realize its potential as an employment center for the 21st century, the City must partner with public and private entities to expand and enhance transportation options in the region. Creating transit hubs in low automobile ownership areas will increase the efficiency of reverse commute patterns for city residents.

Establish a development mitigation program for new development in congested neighborhoods.			•	Creation of Traffic Reduction Ordinance	Planning/ Transportation/ BDC/ Finance/ HCD/ MO	Year 1	General Funds	Reduced impact on congestion of new development
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Strengthen traffic impact study (TIS) requirements and explore development impact fees to ensure that new development in the City's congested neighborhoods is adequately supported by transportation infrastructure and services.

